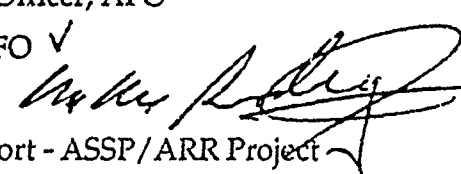


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USAID / AGRICULTURE SECTOR SUPPORT PROJECT
Agriculture & Rural Rehabilitation

MEMORANDUM

DATE: 23 December 1993
TO: Carlton Bennett, Agreements Officer, AFO
THRU: Jack Huxtable, Chief, ARD, AFO ✓
FROM: M. M. A. Sediq, COP/VITA · 
SUBJECT: Submission of Draft Final Report - ASSP/ARR Project ✓

We are pleased to submit this draft of the Final Report on the Agriculture Sector Support Project Agriculture & Rural Rehabilitation component and the VITA Cooperative Agreement. While we are sorry indeed to see the rehabilitation efforts ending when so much remains to be done, we take reasonable pride in having helped to repair some of the damages war has brought to Afghanistan.

As the VITA presence in Afghanistan and Pakistan will be gone by the end of December, we would like to ask that any comments or requirements you have regarding this draft report be forwarded to the VITA home office in Virginia. When all necessary adjustments and changes are made, the final Final Report will be forwarded to you.

In the more than seven years since the humanitarian relief program began, VITA has worked in close harmony with the USAID Office of the Representative for Afghanistan, with other contractors and NGOs also involved in the cross-border activities, and the many Afghans in Pakistan and Afghanistan who have been helping to restore their nation, almost totally destroyed by war. If the opportunity comes to help once again in Afghanistan, VITA will be ready to take on the task.

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USAID / AGRICULTURE SECTOR SUPPORT PROJECT
Agriculture & Rural Rehabilitation

USAID 306-0204-A-00-0767-00

{ DRAFT }

Final Report

for the period
March 1990 to December 1993



Volunteers in Technical Assistance (VITA)
Arlington, Virginia

Eng. M. M. A. Sediq, Chief of Party
PESHAWAR, PAKISTAN

December 1993

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USAID / AGRICULTURE SECTOR SUPPORT PROJECT
Agriculture & Rural Rehabilitation

USAID 306-0204-A-00-0767-00

Final Report

for the ARR/VITA Project
March 1990 to December 1993



Volunteers in Technical Assistance (VITA)
Arlington, Virginia

Eng. M. M. A. Sediq, Chief of Party
PESHAWAR, PAKISTAN

December 1993

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*In the name of Allah,
the merciful and compassionate*

*I send greetings and respectfully submit
this Fnal Report on the activities of
ARR / VITA
during the period March 1990 through December 1993*

M. M. A. Sediq
Chief of Party
December 1993

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FINAL REPORT

March 1990 to December 1993

Introduction

The Cooperative Agreement (CA) for what came to be known as the Agriculture & Rural Rehabilitation (ARR) component of the Agriculture Sector Support Project (ASSP) was signed on 25 March 1990 by Eng. M. M. A. Sediq, chief of party of VITA. This was a continuation of many of the activities that had been carried out since 1987 under a previous contract between VITA and the Office of the Aid Representative for Afghanistan (O/AID/REP).

The purpose of the Cooperative Agreement was to...

... implement the rural infrastructure rehabilitation activities under the Agriculture Sector Support Project.

The specific objectives of the Cooperative Agreement as stated can serve as a table of contents for much of this report.

- Restoration of Agricultural Rural Infrastructure
 - Irrigation Implementation
 - Roads and Bridges
 - Engineering Services
 - ARS Planning
 - Poppy Production Control
 - Training
 - Monitoring
 - Afghan Entity Development

The agricultural services that had been provided by VITA under the earlier contract — horticulture, afforestation, wheat seed multiplication, extension services, commodity and equipment delivery — were separated from the rural rehabilitation efforts and assigned to another contractor, DAI, in late 1989. The project activities under the CA were aimed at repairing the damage to Afghan rural infrastructure by military action and enforced neglect during the Soviet invasion and the fighting that followed. Agricultural production was greatly reduced and the facilities for bringing that production to market were hard hit.

The key to agricultural production is water and many of the irrigation systems in Afghanistan had been destroyed or damaged by the war. Much of the project activities in Afghanistan were devoted to repairing, cleaning, and rebuilding the vital irrigation systems — the underground karez and the surface jui or canal.

Getting the crops and produce to the market centers and getting seed, fertilizer, and other agricultural inputs to the farms was exceedingly difficult when roads and bridges were destroyed, damaged, or mined in the course of the years of fighting. Engineering and construction resources were mobilized to carry out a

program of rural rehabilitation that would help the farmers and consumers and encourage more refugees to return to their land. Some new roads were built to by-pass junctions held by enemy troops when the fighting was at its height.

As the situation in the Afghan country-side became more stable and projects expanded, every effort was made to consider the possible environmental impact of new projects and to assess the impact on projects already completed. Monitors were trained in the assessment of environmental impact and submitted regular reports on completed projects and those under planning, surveying, or construction.

The training program under the ARR/VITA project was tailored to meet the needs of technicians and engineers who had their education and working experience interrupted by the fighting. That the training was effective in serving the needs of the project and the needs of the technicians is indicated by the fact that almost all of these technicians have by now been hired by other international organizations and Afghan NGOs.

The VITA Afghan senior staff were active in assisting the establishment of a number of the Afghan NGOs that are carrying out rural rehabilitation work in Afghanistan. Senior staff members have held honorary portfolios as chairmen or members of NGO councils, sharing their experience and knowledge and thereby contributing to the furthering of the purposes and objectives of the ASSP/ARR/VITA program.

The Cooperative Agreement called for quarterly reports of project progress and for end-of-tour reports for long-term technical assistance personnel. This Final Report represents the final quarterly report (the section on Phaseout in particular) and the end-of-tour reports of the technical assistance team.

To give a brief review of the progress of the ARR/VITA project from its beginning in March 1990 to the final months in 1993, the summaries of the quarterly reports submitted to O/AID/REP and to the VITA home office are included as **Appendix A** of this report. Those reports are on file with O/AID/REP in Islamabad and also at the VITA home office in Arlington, Virginia.

I. Restoration of Agricultural Rural Infrastructure

Project operations under the Cooperative Agreement were initially in 12 provinces, but were expanded first to 16 and then 18 provinces, mostly in the eastern and southern parts of Afghanistan. The catastrophic damage to agricultural production was reflected in the thousands of requests VITA received for assistance in rehabilitation of irrigation systems, roads, and bridges. These requests were considered by the VITA field staff in consultation with local shuras or councils who constituted the social and political authority in each village area.

Potential projects, selected and prioritized in this way, were forwarded to VITA headquarters in Peshawar with supporting survey documents. An evaluation of each request on the basis of social, economic, and technical feasibility was made and final selection of projects was done within the constraint of funds available. These projects became part of the project implementation plan and were submitted to the Project Review Committee for final review and approval. The review committee's tasks included coordination of activities with other donors.

The Cooperative Agreement called for VITA to prepare implementation plans for each Agriculture Rehabilitation Scheme (ARS) for irrigation activities and for the rehabilitation of roads and bridges. These implementation plans, reviewed and updated every six months, were the blueprints guiding the VITA headquarters staff in Peshawar and the ARS staffs in Afghanistan in the implementation of the rural rehabilitation program.

Much of the success experienced in the course of the ARR/VITA project grew out of the close relationships developed between VITA field personnel and the local people with whom they worked. By working within the traditional local social structure and avoiding an alignment with any current political party, VITA was able to continue operations with a maximum of security and effectiveness even in the most difficult times.

By involving the local people in the proposing and selecting of needed projects, VITA was able to include as a criteria for that selection a requirement of a degree of local contribution to the cost of the project. This came as a contribution of labor, usually as an agreement to work for less than the normal wage, by provision of logistic support in the way of lodging facilities and security arrangements, or by providing partial payment and partial provision of labor.

The task faced by all elements of the USAID Humanitarian Assistance Program, of which ARR/VITA was a part, was tremendous. In the area of agricultural infrastructure rehabilitation, VITA alone received over 40,000 requests for assistance. Of these, VITA was able to address and complete just under 4,000 projects or about 10 percent of the total. Many of the others were picked up and completed by other agencies working in the field, but the efforts of all have fallen far

short of meeting the needs of Afghanistan for restoration of their agricultural productive capacity.

A. Irrigation Implementation

The maintenance of the ingenious and often very old irrigation systems in Afghanistan is a continual chore, involving the entire agricultural community. With many men off fighting the Soviets and the communist regime and others having fled with their families to Pakistan or Iran, it was difficult to get the normal maintenance done. There was also the great damage done by bombing, artillery fire, and the movement of tanks and other heavy vehicles across the land, to reduce still further the irrigation capabilities. And there were the mines that gave to the attempts at rehabilitation an added hazard of deadly consequence, .

In the early days of the project much work was done on the cleaning and repair of karez, the underground tunnels bringing water from the mountains to the fields below. One of the reasons for this was that the activity was less visible to aerial surveillance and therefore safer. Organizing and paying the labor that could be found, providing tools and equipment such as windlasses, and working with local authorities to establish priorities and schedules were the primary elements of the karez cleaning program.

As security improved in many areas, particularly with the decline of activity by aircraft and helicopters, the surface systems got more attention. Karez cleaning and maintenance were increasingly left to the returning refugees and mujahideen, while the skills and resources of the VITA engineers and technicians were used for the more complex structures required for the surface systems. Karez projects which had been approved before the CA started and were still in process in 1992 were only 15 percent of what they had been in 1991 and in 1993 there were none at all.

Like the karez, the surface systems of juis and canals had suffered greatly from neglect and war damage. These intricate systems for taking water from rivers and leading it, sometimes for many miles, to the lands needing irrigation were often hundreds, if not thousands, of years old. They, too, depended on regular maintenance for their survival and continued effectiveness, and they, too, needed cleaning, repair, and, in many cases, extensive rebuilding.

The surface systems often required structures, such as intakes, retaining walls, syphons, and flumes, to be rebuilt, repaired, or designed as new elements in a restored system. Based on surveys and specifications brought from the field to headquarters in Peshawar, VITA design engineers planned the needed structures and prepared drawings. The plans were taken back to the field by VITA engineers and technicians who would supervise local labor in the construction to be done. Materials were procured in Pakistan and transported to the sites or were bought in the local markets when available.

Irrigation Projects Completed — 1987-1993
By ARS

No.	ARS Name	Jui	Retain. Wall	Intake	Spring	Flume	Syphon	Agric. Well	Total
1.	Kabul	139	0	0	15	0	0	0	154
2.	Kapisa	11	1	1	0	0	0	0	13
3.	Parwan	85	1	0	0	0	0	0	86
4.	Wardak	41	1	27	58	0	0	0	127
5.	Logar	32	6	1	5	0	1	0	45
6.	Ghazni	14	2	0	0	0	0	0	16
7.	Paktya	47	1	1	1	0	0	0	50
8.	Nangarhar	16	2	0	0	0	0	0	18
9.	Konar	99	4	4	1	5	0	0	113
10.	Takhar	8	0	0	0	2	0	4	14
11.	Baghlan	93	1	0	11	0	0	0	105
12.	Kunduz	1	0	0	2	0	0	0	3
13.	Herat	11	1	0	0	0	0	0	12
14.	Farah	32	0	0	0	0	0	52	84
15.	Helmand	3	0	0	0	0	0	0	3
16.	Kandahar	105	0	1	0	0	1	0	107
17.	Bamyan	4	0	0	0	0	0	0	4
18.	Pakteka	22	10	4	2	2	0	7	47
TOTAL		763	30	39	95	9	2	63	1001

Note: In addition to these irrigation projects, ARR/VITA completed the cleaning, repairing, or rehabilitation of 2,986 karezes in the course of the project.

B. Roads and Bridges

The efforts made by the ARR/VITA project to repair some of the damage to the Afghan road system during the years of military action were focused on the tertiary system of farm-to-market and village-to-village roads. These gravel-surfaced or unsurfaced roads and the bridges, culverts, and drainage ditches that are part of the system are essential to rural Afghanistan. They bring agricultural produce to market and seed and fertilizer to the farms, as well as tying the rural areas into the district and provincial centers.

During the years of the Cooperative Agreement another important reason for working on many of the roads was to assist in getting returning refugees back to their homes and farms. Building of a few new roads was still being done to avoid areas controlled by unfriendly forces. The road and bridge construction projects made full use of the surveying and design skills that had been assembled by VITA and of the expanding organization within Afghanistan. Roads, bridges, or related structures were constructed in 15 of the 18 provinces where VITA had established ARSs.

More heavy equipment was introduced and added to the capacity and complemented the labor- and capital-intensive methodology introduced by the project for completing more projects in a shorter time. Ten Hino trucks were transferred to ARR/VITA from the ACLU/CCSC project. Sixteen backhoes, two front loaders, and two Ford dump trucks also were added to the equipment already working on projects in Afghanistan.

The procedures for considering and selecting road and bridge projects were the same as those described for irrigation projects. Frequently extensive surveying of the intended route with detailed specifications of the work needed in each section was required. Engineers and technicians with surveying experience were sent from Peshawar headquarters to work with the ARS staff in preparing the documents needed for approval of the project and for carrying it out.

With the introduction of training in the environmental protection process monitoring in 1992, all road and bridge projects that were completed were subject of an environmental impact analysis. This was to ensure that they did not produce any negative impact on the environment, or that if they did it should be rectified if possible. The lessons learned from this monitoring of completed projects were applied to similar project still under construction or being planned.

Road and Bridge Projects Completed — 1987-1993
By ARS

No.	ARS Name	New Road	Path Road	Rehab Road	Bridge	Irish Culvert Bridge	Total	
1.	Kabul	0	0	2	0	0	2	
2.	Kapisa	2	0	2	1	0	5	
3.	Parwan	0	0	4	2	0	6	
4.	Wardak	0	0	5	12	0	17	
5.	Logar	0	0	3	4	0	7	
6.	Ghazni	0	0	0	2	0	2	
7.	Paktya	1	0	3	0	0	4	
8.	Nangarhar	0	0	0	0	0	0	
9	Konar	1	3	1	5	0	10	
10.	Takhar	3	0	2	5	0	11	
11.	Baghlan	0	0	2	0	0	2	
12.	Kunduz	0	0	0	0	0	0	
13.	Herat	0	0	1	4	0	5	
14.	Farah	0	0	1	0	0	1	
15.	Helmand	0	0	0	0	0	0	
16.	Kandahar	1	0	0	1	0	2	
17.	Bamyan	0	0	3	0	0	3	
18.	Pakteka	0	0	0	0	2	2	
TOTAL		8	3	29	36	2	1	79

C. Engineering Services

It was felt by O/AID/REP that VITA should be in a position to undertake larger and more complex projects to meet the needs of Afghan rural rehabilitation. To accomplish this, it was expected that VITA would need an input of specialized technical services. Therefore, a specific objective of the Cooperative Agreement stated that VITA...

...will develop, in collaboration with the Agricultural Officer, Scopes of Work for Engineering Services. The sub-grant will be for the provision of technical engineering assistance to develop and implement major engineering projects under the infrastructure rehabilitation activities of this Agreement. The Recipient will

also propose organizations that can perform the sub-grant for Mission approval.

The strategy and scope of work for making use of outside technical engineering assistance was prepared and submitted to O/AID/REP as part of the Consolidated Annual Implementation Plan on 15 May 1990. The VITA chief of party, on leave in the US, contacted a number of universities and engineering consulting firms and presented a short-list to O/AID/REP on his return to Pakistan. The selection of Louis Berger International (LBI) was approved on 17 September 1990.

A contract was drafted by VITA and LBI and upon submission to O/AID/REP contracts officer a renegotiation of the overhead multiplier used by LBI was requested. The revised contract was sent to O/AID/REP in December. The mandatory departure, due to the Gulf War, of all expatriate personnel from VITA and O/AID/REP in January 1991 intervened. Finally the contract was signed in Washington on 5 May and hand carried to Islamabad by the VITA chief of party on his return two days later.

Scopes of work for several engineering projects were prepared by the VITA Engineering Services section and taken to the US in June for discussions with LBI. Two engineers who had non-American passports which would permit them to travel inside Afghanistan in the course of their duties were nominated by LBI. They were submitted to O/AID/REP in August 1991 and approved in principal, but formal acceptance awaited the lifting of cross-border travel restrictions, imposed first by O/AID/REP and then by the Government of Pakistan.

Travel restrictions remained a problem in 1992 and there was never an opportunity to make use of the LBI personnel to help prepare, supervise, or monitor major engineering projects in Afghanistan.

D. ARS Planning

Changes in the location of some ARS offices and the opening of additional ARSs were anticipated in another project objective of the Cooperative Agreement.

Planning for ongoing and new ARS locations must be flexible enough to accommodate the changing political and economic situation in Afghanistan. Any new sites...will be located in areas where they will have a substantial impact on national food production and agricultural productivity, as well as the local economy.

Five criteria for the establishment of new ARS locations or the continuation of the present ones were proposed in the Cooperative Agreement and there were four more added in the plan submitted in mid-May 1990 as part of the Consolidated Annual Implementation Plan. The criteria listed here were detailed in the CAIP and were put into effect in the planning that began in May.

The nine criteria were:

- | | |
|--------------------------------|---------------------------|
| a) Productivity of the Area | b) Community Organization |
| c) National Ethnic Balance | d) Poppy Areas |
| e) Local Participation | f) Security |
| g) Accessibility | h) Other Assistance |
| i) Private Sector Agribusiness | |

The strategy proposed was to operate at the provincial level, one ARS per province. This resulted in closing ARS offices in five provinces where there were two or where the criteria were not met. New ARSs were established in Kapisa, Kunduz, Herat, Farah, and Bamyan provinces. This meant that the number of offices remained at 16, but that now they covered 16 provinces instead of the previous 12.

Later, in early 1992, two additional provinces were included with the opening of a new ARS in Nangarhar and the re-opening of an office in Helmand when it had met the necessary criteria. This brought the total number of provinces where VITA had program activities to 18. A further expansion to 21 was planned, with the approval by O/AID/REP in June 1992 for the opening of ARSs in Badakhshan, Samangan, and Balkh in northern Afghanistan when conditions were suitable. This never took place, as communications that far north were never consistent enough to make it feasible. See Appendix B for a map showing ARS locations.

When a Work Plan was requested by O/AID/REP in December 1992 in anticipation of a possible phaseout of the ARR/VITA project by April 1994 it was decided that by concentrating supervision of project activities in 11 regional centers, rather than in each of the 18 provinces, control could be improved and staffing reduced. An immediate reduction of 74 ARS staff, along with the termination of 33 more in the headquarters and in the Quetta office, meant a lowering of the total staff by 22 percent. This was of great advantage when a shortening of the project termination date to 31 December 1993 was announced in April and a full scale close out plan was called for. See Appendix C for a map of the regions established.

The staff of the ARSs reached a maximum of 235 in December 1992, before the reduction of personnel in Afghanistan and in Pakistan began in anticipation of project closeout. The staffing of the 18 ARSs is summarized in the table below:

Staffing of ARSs – as of 31 December 1992
Prior to Regional Reorganization

PROVINCE / AREA REHABILITATION SCHEME		PROFESSIONAL STAFF	SUPPORT STAFF	TOTAL
Kabul	ARS-01	8	7	15
Kapisa	ARS-02	6	7	13
Parwan	ARS-03	6	6	12
Wardak	ARS-04	6	7	13
Logar	ARS-05	7	9	16
Ghazni	ARS-06	6	6	12
Paktya	ARS-07	7	8	15
Nangarhar	ARS-08	6	6	12
Konar	ARS-10	8	9	17
Takhar	ARS-12	6	7	13
Baghlan	ARS-13	6	5	11
Kunduz	ARS-14	6	6	12
Herat	ARS-20	6	6	12
Farah	ARS-21	5	6	11
Helmand	ARS-23	6	6	12
Kandahar	ARS-24	6	7	13
Bamyan	ARS-28	6	7	13
Pakteka	ARS-29	<u>6</u>	<u>7</u>	<u>13</u>
TOTAL		113	122	235

E. Poppy Production Control

To initiate activities in the area of poppy production control on a limited basis while a new Narcotics Awareness and Control Project (NACP) was being mobilized, O/AID/REP turned to VITA with the specific objective that...

VITA will undertake limited poppy reduction efforts during the first six months of this Agreement. At the direction of the Agriculture Officer, these activities will then be transferred to the Narcotics Awareness and Control Project contractor.

As the operations under the Cooperative Agreement got under way, VITA was asked by O/AID/REP on 19 April to put the planning for an interim poppy reduction project on hold, as the total program was under review in Washington. Because of this, no plan for this program was included in the Consolidated Annual Implementation Plan submitted in mid-May.

In early June, VITA was notified that the NACP contract had been awarded and the program was moving ahead. We began preparation of a proposal for an interim project in Goshta district, in Nangarhar province. A three-man team was sent to update the information we had available on the area. With this in hand, a specific proposal was made to establish an ARS similar to those operated by VITA in other provinces. On 20 June 1990 *A Proposal for a Rehabilitation Project in Goshta, Nangarhar* was forwarded to O/AID/REP for consideration and approval.

Before the interim project could be approved, the NACP team began to assemble and it was decided by O/AID/REP that the VITA involvement was not needed. The Goshta proposal was therefore canceled. VITA was asked, however, to provide personnel to help with surveys in the Goshta area and in northern Helmand province.

The three staff members who had been to Goshta took part in survey questionnaire preparation and were later seconded by VITA to work with the new NACP team, though remaining on the VITA payroll. At the end of June 1991, the three were transferred to the NACP payroll and the VITA involvement in the poppy production control effort came to an end.

F. Training

The training of ARR/VITA personnel was recognized in the Cooperative Agreement as a highly important activity of the project. A training needs assessment was called for as part of the CAIP.

This plan [CAIP] shall be accompanied by a training needs assessment which will include a list of the Recipient's field and headquarters personnel, a summary of their education and skill levels, and an assessment of the additional training and skills needed to implement the objectives of this Agreement.

Under the contract that preceded the Cooperative Agreement, from 1988 through March 1990, VITA had conducted seven training courses and five seminars or workshops. A training section had been established to organize and conduct the courses, calling on the resources of engineering personnel and others within the project and additional instructors from other organizations in Peshawar, particularly the International Rescue Committee (IRC). The program continued and was expanded to include 24 more training courses and five more workshops and seminars during the life of the Cooperative Agreement.

The cornerstone of the training program was the long Winter Course for engineers and technicians from the ARSs. This course, conducted every winter from 1988-89 to 1992-93, took cognizance of the fact that project work in many areas of Afghanistan was slowed or stopped by the hard winter weather. The participants were brought to Peshawar in December and the courses generally ran until the end of February. Twenty to 40 engineers and technicians would participate in

these courses, the curriculum taking into consideration the results of the needs assessment. Each year the courses varied somewhat in content and the participants from the field also changed. Over the five year period there were 198 participants in these courses.

In addition to the long technical courses, there were courses for headquarters and ARS administrative staff, for tractor and backhoe operators, and for monitors from the ARSs. Several times a year the ARS directors would come to Peshawar for a workshop to update the implementation plan (CAIP) and to discuss with the VITA senior staff the current situation in Afghanistan and plans for the future.

Eleven VITA staff members were sent to the USA for short training courses, nine of them to courses given by the US Department of Agriculture and two computer operators to the VITA home office for a workshop on information resource development

The training program was planned, as the Cooperative Agreement specified, to help develop and improve the skills needed to implement the objectives of the project. At the same time, such a program was providing training and skills development to meet the long-range needs for rehabilitation and development in Afghanistan. An entire generation has been denied the education, training, and work experience required to develop engineers, technicians, and managers to fill key positions in Afghanistan in the future. These training courses will help fill that need also.

For a detailed listing of all the 41 ARR/VITA training courses, workshops, and seminars, see **Appendix D**.

G. Monitoring

To improve and regularize the monitoring of project activities in Afghanistan, which had begun under the prior contract, the Cooperative Agreement charged VITA to...

develop and employ a monitoring system which will provide timely verification of the progress of all the Recipient's rehabilitation activities financed under this agreement on a qualitative, quantitative, and financial basis. Problems encountered in project administration and implementation shall be identified and solutions shall be recommended.

A monitoring system calling for three levels of monitoring was planned and submitted to O/AID/REP as part of the Consolidated Annual Implementation Plan in mid-May. Level One monitoring was to be done by monitors permanently assigned to each of the 16 ARSs and reporting to the chief monitor at VITA headquarters on a regular basis. Eleven new monitors were recruited to add to

the five already working in Afghanistan. They were given instruction at the VITA training center from 3 to 14 June 1990 in the use of the *Subproject Monitoring Form* and the *Subproject Inspection Form* which were already in use in the field.

ARS Monitors Reporting - 1990-1993				
YEAR	IRRIGATION	ROADS	BRIDGES	TOTAL
1990	455	11	4	470
1991	1,070	30	13	1,113
1992	269	89	18	376
1993	48	33	18	99
Total	1,842	163	53	2,058

Level Two monitoring was done by covert monitors, unknown to the ARS staff, who visited the project sites casually, observing the progress, the quality of the work, and the impact on the local communities. They reported directly to the chief monitor or chief of party outside the VITA offices to maintain their anonymity. They were also a source of information on local security and political situations that might effect project operations.

Level Three monitoring was done by VITA technical staff from Peshawar headquarters. Three-man teams (an engineer, a senior technician, and a junior technician) were scheduled to visit the ARSs and project sites and monitor about 25 percent of the projects under construction in the course of a year. They focused on technical quality and whether specifications and designs were being properly adhered to. In addition, other engineers and technicians from the construction and survey sections, when going to project sites to survey or supervise ongoing projects, would visit other projects in a monitoring role.

The technical monitors were also in a position to make on-the-spot decisions on changes in project operations if changing circumstances or deviations from standards required. They would report on such changes to the director of engineering services on return to headquarters.

In the fall of 1991, the technical monitors stopped checking on karez projects and the ARS monitors followed suit in the spring of 1992. By then projects of karez cleaning and rehabilitation were being wound up and no new ones started. This meant a drop in the number of project monitoring reports but was followed by an increase in the depth of reporting.

Technical Monitors Reporting – 1990-1993				
YEAR	IRRIGATION	ROADS	BRIDGES	TOTAL
1990	762	3	4	769
1991	1,402	23	16	1,441
1992	10	25	8	43
1993	189	22	47	258
Total	2,363	73	75	2,511

A course in Project Impact Monitoring, given in April-May 1992 by Dr. Jim Murphrey, led to the preparation of questionnaire forms to help monitors assess the impact of projects on agricultural production and on the socio-economic well-being of the community. By the third quarter of 1992 the first narrative reports were being received by the engineering services section. They were useful in analyzing the relative value of different kinds of projects in the varying agricultural environments of Afghanistan.

In September 1992 the Cooperative Agreement was amended to provide for development of an environmental impact process. In October Al Ruiz, a former USAID mission director, came as a consultant to prepare a strategy for an environmental impact process and begin training of monitors and ARS directors in recognizing the impact, existing or potential, of ARR/VITA projects on the environment.

Monitoring of Environmental Impact		
PERIOD	EPP-I FORMS	EPP-II FORMS
Jan-Mar 1993	21	14
Apr-Jun 1993	108	19
Jul-Sep 1993	93	25
Total	222	58

Using forms prepared by the consultant in October-November, the monitors began sending in reports in February 1993. The EPP-I form was designed to get a full report on the environmental impact of a completed project. The EPP-II form was used with projects under planning or on-going to establish a baseline and to identify potential environmental concerns to determine what environmental safeguards might be needed in the projects. The completed EPP forms were re-

turned by the monitors over the next three quarters, until project activities in Afghanistan ceased at the end of September 1993.

H. Afghan Entity Development

The final stated specific objective of the Cooperative Agreement was to:

...develop a Statement of Work for a subcontract to assist the Recipient in conducting an assessment of the feasibility of establishing an independent Afghan entity capable of implementing rural infrastructure rehabilitation as well as attracting financial and other resources from bilateral and multinational donors.

The Statement of Work called for was submitted to O/AID/REP as part of the first Consolidated Annual Implementation Plan on 15 May 1990. The VITA home office then proceeded to contact organizations that were felt to have the qualifications to prepare such a feasibility study.

At the end of August 1990, VITA submitted a list of 20 organizations contacted and singled out four of them as offering the best fit for the task. A number of organizations contacted were not interested in the undertaking. Some, such as Ford Foundation and the Rockefeller Foundation, said it was not in their area of interest, others, such as Harvard Institute for International Development, cited the bureaucratic procedures required for them to undertake such a project.

On 26 September, O/AID/REP asked VITA to request eight of those on the list to submit proposals based on the Statement of Work already prepared. Of the eight who were asked to submit proposals, only three responded — Colorado State University, the University of Arizona, and Massachusetts Institute of Technology. The three proposals were given to O/AID/REP on 19 November. VITA was asked to nominate one of the three and the selection of MIT was made and approved by O/AID/REP on 29 November 1990.

On December 17, while both the Chief of Party and the Deputy Chief of Party were at the VITA home office, they met with Dr. Myron Weiner, the head of the MIT study team. Plans, schedules, and a revised budget were agreed upon and a memorandum requesting O/AID/REP approval of MIT overhead and consultant rates was prepared, to be submitted after the holidays.

The O/AID/REP contracts officer determined that the rates submitted were above allowable limits, so further negotiations were needed. Then the mandatory departure of all government-supported expatriates from Pakistan was ordered due to the Gulf War, putting the negotiations on hold. On 1 April 1991 a meeting of four VITA staff members and six of the MIT team in Cambridge, Mass., ironed out final details and a contract was signed on 11 April 1991.

The contract was sent to O/AID/REP by courier. On 27 May VITA was informed that the contract must be re-drafted to separate two elements in conflict. This was

done and the contracts were approved by O/AID/REP on 5 June 1991. On 11 June the first activity of the MIT team under the contract took place in Washington. Five members of the team met with International Monetary Fund representatives, with USAID and State Department Afghan desk officers, and with Larry Crandall, formerly the AID/REP.

The seven-member MIT team arrived in Pakistan on 3 August to begin the field phase of the feasibility study. They began with interviews with VITA staff to become acquainted with the structure and operation of the present organization. In addition, they had interviews with more than three dozen organizations in Peshawar and Islamabad concerned with cross-border activities. They presented a draft preliminary report to O/AID/REP on 22 August and departed the next day for the States.

A planned donor/resource conference in the States, to be put on by the MIT team in October/November, was canceled at the request of O/AID/REP. On 17 November, Dr. Myron Weiner, the MIT team leader, and Dr. Tom Barfield arrived on a return visit to Pakistan to review the draft of their report with O/AID/REP and receive final comments. They came to Peshawar for a day and met with a number of the people they had interviewed previously. They departed on 22 November 1991.

On 30 December VITA received a copy of the final report on the Afghan Entity Feasibility Study from MIT, after it had been submitted to O/AID/REP. The study was accepted from MIT by O/AID/REP, but no further action was taken and none was requested of VITA on the establishment of an Afghan Entity from the ARR/VITA organization.

II. Project Administration

A. Finances

1. Advances from O/AID/REP to VITA

At the beginning of each month, a request was submitted to O/AID/REP for an advance of funds to cover expenditures anticipated for the following month. The time from submitting an advance request to receiving the funds at the VITA home office averaged 60 days in 1991. In 1992 the advances requested took an average of 40 days to reach the VITA home office, and in 1993 the average time was 41 days, better than the first year but still far over the desired 30-day interval.

2. ARS Imprest Fund Levels and Reimbursed Expenditures

Under the Cooperative Agreement, each ARS was given an Imprest Fund established at a level appropriate to its anticipated level of activity and to the relative ease or difficulty of getting to Peshawar to obtain replenishments. Those replenishments, to bring the Imprest Fund back to its authorized level, were only given against receipts submitted to show expenditures on authorized projects for materials, labor, or other allowable charges such as office rent, vehicle hire, or utilities.

ARS NO.	PROVINCE	INITIAL LEVEL, IMPREST FUND	1992 LEVEL, IMPREST FUND	1993 LEVEL IMPREST FUND	FINAL LEVEL 30/9/93
01	Kabul	Rs. 1,500,000	Rs. 500,000	Rs. 100,000	0
02	Kapisa	750,000	600,000	200,000	0
03	Parwan	1,200,000	750,000	200,000	0
04	Wardak	500,000	500,000	200,000	0
05	Logar	500,000	0	100,000	0
06	Ghazni	650,000	500,000	100,000	0
07	Paktya	750,000	750,000	300,000	0
08	Nangarhar	200,000	400,000	50,000	0
10	Konar	800,000	800,000	300,000	0
12	Takhar	1,500,000	400,000	400,000	0
13	Baghlan	1,000,000	750,000	200,000	0
14	Kunduz	600,000	600,000	100,000	0
20	Herat	1,000,000	1,000,000	600,000	0
21	Farah	1,000,000	1,000,000	100,000	0
23	Helmand	200,000	350,000	50,000	0
24	Kandahar	700,000	650,000	300,000	0
28	Bamyan	600,000	600,000	0	0
29	Pakteka	1,000,000	1,000,000	100,000	0
	Jalraiz-				
	Sabz Parsa Road	700,000	0	0	0
	TOTAL	Rs. 15,150,000	11,150,000	3,400,000	0

The Imprest Fund levels for some provinces were greatly reduced over time in line with the cuts in project funding, to ensure a close control of project finances in the difficult cross-border environment. The table below shows the initial maximum authorized level for each ARS and the reduced

levels in 1992 and early 1993. As part of the phasing out of field operations, by the end of September the Imprest Funds were reduced to zero, with further reimbursements made only on presentation of receipts for authorized expenditures at Peshawar headquarters.

3. Rupee Account for Income Generating Funds

A special account for receiving rupees from income generating activities in Afghanistan was established by Modification 6 to the Cooperative Agreement in March 1990. In addition it was anticipated that "VITA expects to receive a significant portion of its local currency requirements from other sources — i.e., DAI." Those funds were to be kept in a separate account and used for project expenses. While the funds were kept separate, their ultimate use was the same, so they are reported together here.

RUPEE RECEIPTS AND EXPENDITURES			
RECEIPTS			
Funds Transferred from DAI to VITA			
April to June 1992		Rs.24,000,000	Rs.24,000,000
VITA Local Currency Account 2353			
August 1992		1,263,000	
October 1993		<u>8,927</u>	1,271,927
Interest from Habib Bank			
July 1992		35,612	
February 1993		234	
October 1993		<u>28</u>	35,874
From DA Afghanistan Bank, Baghlan, Afghanistan			
ARS-Baghlan funds, September 1993		426,277	426,277
Auction Sale of DAI items granted to VITA			
ARS-Logar - August 1993		91,897	
ARS-Logar - September 1993		67,744	
ARS-Pakteka - September 1993		<u>64,672</u>	<u>224,313</u>
TOTAL RECEIPTS			Rs.25,958,391
EXPENDITURES			
Program Support		10,709,879	
ARS Expenses		15,158,967	
Procurement		<u>89,545</u>	Rs.25,958,391

It had been anticipated by O/AID/REP that DAI would have about Rs.75,000,000 to transfer to VITA to use to meet local currency project expenses. The dollar budget was therefore reduced by that amount, approximately \$3,000,000, for the coming period. After the transfer of the Rs.24,000,000, there was no more forthcoming, so the ARR/VITA project budget was effectively reduced by almost \$2,000,000.

4. Final Financial Summary

Total Budget & Obligated Funding versus Actual Expenditures

15 March 1990 to 31 December 1993

	Total Budget & Obligated Funds	Actual Expenses 15 March 1990- 30 No 1993	Available Funding 1 Dec 1993	Estimated Expenditures In Dec 1993	Est. Funds Remaining 31 Dec 1993
	\$	\$	\$	\$	\$
I. TECHNICAL ASSISTANCE					
Field salaries/related	930,516	884,004	46,512	24,106	22,406
Home office salaries/related	197,893	185,648	12,245	8,500	3,745
Fringe Benefits	428,154	397,013	31,141	12,129	19,012
Consultants	132,599	115,599	17,000	0	17,000
Travel & per diem	235,544	218,768	16,776	3,000	13,776
Allowances	176,374	157,263	19,111	6,000	13,111
Other direct costs	56,293	50,799	5,494	5,000	494
Subtotal	2,157,373	2,009,094	148,279	58,735	89,544
Overhead	819,988	749,781	70,207	23,083	47,124
Total Technical Assistance	2,977,361	2,758,875	218,586	81,818	136,668
II. PROGRAM SUPPORT					
Local salaries-Pakistan	2,653,824	2,643,862	9,962	18,700	(8,738)
Local salaries-Afghanistan	527,000	526,898	102	0	102
Local travel	305,500	299,666	5,834	3,500	2,334
Training	211,804	209,313	2,491	0	2,491
Monitoring	260,444	262,860	(2,416)	0	(2,416)
Special projects	12,977	12,977	0	0	0
Other direct costs	514,186	494,011	20,175	9,500	10,675
Reserve for personnel expansion					
Subtotal	4,485,735	4,449,587	36,148	31,700	4,448
Overhead	1,812,807	1,668,164	144,643	12,458	132,185
Rehabilitation Activities	7,969,417	7,977,012	(7,595)	30,000	(37,595)
Procurement	1,197,640	1,191,270	6,370	0	6,370
Subcontracting	291,350	288,566	2,784	0	2,784
Total Program Support	15,756,949	15,574,599	182,350	74,158	108,192
TOTAL I. & II.	18,734,310	18,333,474	400,386	155,976	244,860
III. LOGISTICAL SUPPORT (USAID Controlled)	1,050,000	796,936	216,415		216,415
GRAND TOTAL	19,784,310	19,130,410	617,251	155,976	461,275

B. Personnel

From the very beginning of the project, ARR/VITA has been an Afghan-staffed and oriented organization. With some 470 employees at the peak before phasing out began, there were two non-Afghan expatriates, about two dozen Pakistani staff, and the rest were Afghans — over 95 percent. Many of the engineers and technicians had worked in the Rural Development Department of the Government of Afghanistan with the ARR/VITA chief of party before 1979. They brought with them an understanding of the work needed, the places where it was needed, and the way to carry it out inside Afghanistan. For a chart of the organization of VITA, see Appendix E.

From January 1987, when the first VITA personnel were hired under the ASSP program, to the time of its termination in December 1993, there have been 798 regular VITA employees. There has been a turn-over of personnel, as in any organization, but an indication of constancy of the staff is the fact that seven of the first ten hired were still on duty until the final closeout of the project.

The greatest loss of VITA employees occurred in March of 1990 when, with the end of involvement in agriculture activities, the agriculturists became redundant. Most of them moved over to the new contractor (DAI) handling that part of the ASSP. The staff reached its greatest number in December 1992, before the beginning of the ARR project phaseout. At that time there were 470 staff members, 235 in the ARSs in Afghanistan and 235 in the Peshawar headquarters and Quetta branch office. A complete list of all VITA employees is given in Appendix F.

C. Consultants

From time to time consultants were brought to Peshawar to meet specific project needs. While some of the consultancies were primarily for developing or designing systems or programs, they always involved an element of training. And some were entirely devoted to conducting training courses for project personnel.

The very high caliber of the consultants to ARR/VITA not only produced good systems and useful training courses, but provided a stimulus to all project staff who came in contact with them. Their contribution to the success of the project was substantial and well appreciated by the project staff.

Consultants to the ARR/VITA project — 1990 - 1993

From	To	Consultant	Task
7 Apr 90	17 May 90	Dr. Richard Gibson	Plan/design Implementation Plan (CAIP)
14 No 90	18 No 90	Dr. Louis Cohen	Review Engineering Standards
23 Apr 91	31 May 91	Aldelmo Ruiz	Update CAIP for second year
25 Jun 91	22 Jul 91	Julian Macassay. §	Survey-Packet Radio for Afghanistan
14 Jan 92	17 Feb 92	Dr. Helen Cruz	Project Management Course
27 Apr 92	30 May 92	Dr. Jim Murphrey	Project Impact Monitoring Program
2 Oct 92	13 No 92	Aldelmo Ruiz	Environmental Impact Monitoring
17 No 92	15 Dec 92	Dr. Jim Murphrey	Prepare Proposal on DAI AgServices
5 Jan 93	19 Mar 93	Aldelmo Ruiz	Winter Course for Eng/Tech - EPP
19 Jan 93	16 Mar 93	Dr. Norman Bolyea	Winter Course - Roads and Bridges

§ Mr. Macassay was not actually a project consultant. He was a VITA Volunteer brought to Peshawar at VITA expense to investigate possibilities of packet radio systems for Afghanistan.

D. Machinery & Transportation

The Machinery & Transport Section of the ARR/VITA project was responsible for the transport of equipment, materials, and personnel from Peshawar to the ARSs and project sites in Afghanistan. The operation, servicing, and maintenance of all project vehicles and the backhoes and front loaders, whether in Peshawar or inside Afghanistan, was another responsibility. Still another was the warehousing and storekeeping of spare parts, equipment, and materials.

Two steel-covered warehouses were built at the request of O/AID/REP to properly house the growing supply of equipment and spare parts. It was planned at that time that the buildings would eventually be moved into Afghanistan when the project headquarters was able to relocate inside. The warehouses were designed to make that possible.

III. Project Phaseout Activities

A. Phaseout Planning

At the monthly meeting of Chiefs of Party and O/AID/REP officials held in Peshawar on 16 November 1992, a reduction of the FY93 program budget from an expected \$50,000,000 to \$20,000,000 was announced. The funds already obligated to ARR/VITA would fall some \$5,000,000 short of estimated costs for the project to April 1994 and no further funds were to be obligated, so a major re-vamping of the program became necessary.

In early December, ARR/VITA was asked to prepare a Work Plan for the period from January 1993 to April 1994. This would include plans for phasing out the project by that time if no further funding became available. This Work Plan was submitted on 26 December 1992 and staff reductions as outlined in the plan were begun immediately to start the new year. The field operations were reorganized on a regional basis to reduce staff and give more flexibility in shifting operations to the most productive areas. While staff and activities were to be reduced, it was planned to maintain the structure of the VITA organization as long as possible, so that if policies and funding changes permitted full-scale operations could be rapidly resumed.

In April 1993 a Phaseout Plan was requested by O/AID/REP to replace the present Work Plan, with a definite project termination date of 31 December 1993. This required an acceleration of all phaseout activities. A draft of the plan was submitted in mid-May, with a detailed review on 13 May and a second draft delivered on 16 May. More extensive information from the field on the possibilities of withdrawal of equipment from Afghanistan and on proposals for alternate solutions were requested by O/AID/REP. At the same time a realignment of the project budget for the remaining months was prepared. Final submission of the Phaseout Plan was made on 21 June 1992.

While awaiting formal approval of the plan and the issuing of a modification to the Cooperative Agreement to cover the new termination date, the realignment of the budget, and the Phaseout Plan itself, VITA continued to implement the plan as prepared. The Modification # 11 to the Cooperative Agreement was signed on 12 August 1993.

B. Field Activities

A regular meeting of the Project Advisory Committee in March had already determined that no new projects would be started, as the ones already under construction would use all the remaining funds and all the time available until field activities were to cease on 30 September 1992. A more frequent monitoring and reviewing of project completions, levels of reimbursement, and funds remaining was established and reports were compared with the Phaseout Plan.

While continuing project activities, it was also necessary to attempt withdrawal of the heavy equipment from Afghanistan to Peshawar, as required by O/AID/REP. In the Phaseout Plan an analysis was made of the problems of trying to withdraw the equipment and suggestions of alternatives should it prove unsafe and impossible to do so. The determined desire of the local people to keep the equipment for continuing rehabilitation work in their areas and the hazard of hijacking by commanders on the routes to Peshawar both made withdrawal of the equipment a risky and unsuccessful enterprise.

By September, when project construction activities were coming to an end and many of the staff had already been terminated, the problem of dealing with the equipment became acute. Of the 176 items of equipment classified as capital assets (having an original cost of \$1,000 or more) that had been working in Afghanistan, 31 had been successfully returned to Peshawar, 11 had been detained by commanders, and 134 remained at the ARSs. They would have to be abandoned when all our staff left, if no other provision was made. A proposal was made by VITA to O/AID/REP that they be granted to VITA for the purpose of sub-granting them to NGOs and other organizations such as the UN who could use them in their present locales. This was approved on 17 October and the plan put into effect. See "E" below.

All project construction activities ceased on 30 September. During October and into November the remaining staff were submitting their accounts for final reimbursement and delivering that money to the local laborers, closing up the ars offices, and seeing to the proper disposal of the sub-granted equipment. By the end of November all VITA activity across the border in Afghanistan had ended.

C. Staff Phaseout

With the preparation of the Work Plan in December 1992 an immediate staff reduction was begun from the peak of VITA 470 employees. In January 1993 that number was cut to 372, a 22 percent reduction. A very detailed schedule of staff terminations was made by the all senior staff, reaching agreement as a committee, and was kept confidential as long as possible for security reasons. This plan was modified from time to time as circumstances changed.

With the drafting of the Phaseout Plan with a termination date of 31 December 1993 instead of April 1994, the schedule had to be revised and staff reduction accelerated. The schedule of staff reductions as included in the Phaseout Plan is shown in Appendix G. Also shown are charts of the planned staff reductions under the Work Plan and the Phaseout Plan, showing how the shortened project time required a much steeper curve of staff reductions.

Termination benefits were calculated for all employees and termination notices were issued to give at least a 30-day notice to all. When the staff members had been cleared by department heads, storekeeper, and finance they were given

their final salary, severance benefits, and certificates of service detailing position, salary, and time of service with VITA. The process worked smoothly, though scarcely happily. Many had worked with VITA for four or five years, in Peshawar, in Quetta, and in Afghanistan. Their pride in their work showed in the way they continued on the job conscientiously until their date of termination. No complaints; but many regrets!

D. Equipment Transfers to RONCO and USAID

With the phasing out of the ARR/VITA project, all equipment, furniture, and appliances purchased with project funds or supplied by USAID were to be returned to USAID custody, through RONCO as storekeeper or after 15 December, directly. The transfers began in June and would continue right to the end of December when the last vehicles, computers, and furniture would go.

While greatest importance was given to the items in the non-expendable inventory that had been reported on to O/AID/REP each year in December — items with an original value of over \$1,000 — all purchased items were to be returned. The equipment that it had been possible to return to Peshawar from Afghanistan was included in the early transfers to RONCO.

As each of the VITA office buildings was vacated and turned back to USAID, the furniture and appliances were transferred to the RONCO warehouse. As heavy equipment from the stores, no longer to be sent into Afghanistan, was turned in, the supply of related spare parts also was given to RONCO. By the beginning of December the VITA warehouses were empty, only three vehicles remained in use, and office equipment and furnishings enough for one building were still in place.

With the full cooperation of RONCO and the careful attention of the Machinery & Transport section the extensive transfer proceeded smoothly. A final non-expendable inventory is to be submitted to the contract office, showing in detail the disposition of all items classified as capital assets. Copies of the transfer documents signed by RONCO or USAID as receipt for all items transferred will be kept with other project records by VITA at the home office.

E. Granting of Equipment in Afghanistan

As the phasing out of project operations and reduction of staff in Afghanistan proceeded, the problem of withdrawal of equipment loomed larger. In early September O/AID/REP requested a detailed report on the status of the capital assets still in Afghanistan and recommendations for effective disposal of those assets.

A report submitted on 15 September showed that on 30 April 1993, before the withdrawal plan was initiated, there were 217 items at the ARSs, with a total

original value of \$1,675,189. This included all items of \$500 or more original cost. When informed that under the Cooperative Agreement capital assets were classified as those with an original cost of \$1,000 or more, the total number was adjusted to 176.

By 15 September, of that 176 items, 31 had been returned successfully to Peshawar and 11 were being detained by commanders in Logar and Kabul province. There were still 134 at the ARSs and the prospects of getting them to Pakistan were dim. VITA recommended that to insure that the equipment have the greatest chance to be used for its intended purpose, it be granted to VITA for the purpose of sub-granting it to other organizations who could use it in its present location.

A formal proposal, listing the items to be granted, a list of organizations considered as potential grantees, and procedures to be followed was submitted to O/AID/REP in final form on 29 September and was approved on 17 October 1992. Preparations had been made, grant forms were in place and initial tentative contacts arranged by that time, so that implementation could begin right away.

Contacts were made with NGO offices in Peshawar and in the field and with UNDP/OPS. It was necessary to match up the location of the equipment with the work areas of the NGOs, and consider the type of work being done. Proposals for sub-granting the equipment were made by VITA to the selected NGOs, signatures to grant forms were obtained, and the equipment was turned over to the grantees. This necessitated the travel to many ARS locations by VITA personnel who were already due for termination. Approval was received from O/AID/REP to continue six ARS directors to handle the granting and transfer activities inside Afghanistan.

Grant forms were prepared for the 134 items listed in the approved proposal (having an original cost of \$1,000 or more) and also on 33 others with an original cost of \$500 to \$1,000, as the latter had always been carried on the inventory and it was felt they should also be carefully disposed of. Of this total number, 62 had been granted by 8 November. By 20 December the job was nearing completion, with only eight grant forms unsigned in Herat and Parwan/Kapisa.

Field equipment and office furniture and supplies having an original cost of less than \$500 were given to those NGOs who were working in the same area and could use them for their own offices and projects

F. Vacating VITA Office Buildings and Residences

A final element in the phasing out of the ARR/VITA project was the necessary reduction of office space and residences as the termination date approached. The determining factor in deciding when what building would be vacated and turned over to USAID was frequently not the current needs of the project, but

rather the ending dates of the lease contracts on the various buildings. It was mission policy not to extend leases or make additional payments, as mission overall needs were contracting.

As a result, in the course of the phaseout some sections or individuals shifted from one building to another several times while carrying on their daily routine. Furniture was left behind, to be turned into the warehouse and the furniture in the new offices, left by terminated employees, was assumed upon moving in. It all worked out well and the work of the project continued without interruption.

The residences of three expatriates were given up on a schedule worked out with USAID, based on lease-end dates. The dispossessed moved into the VITA TDY house for the remaining weeks or months of their stay.

DISPOSITION OF VITA OFFICES AND RESIDENCES

No.	VITA-No.	Address	Lease End	Returned to USAID
1.	VITA-I	3-B-1 Circular Lane	7 Feb 96	6 Dec 93
2.	VITA-II	31-D Circular Lane	14 No 93	15 July 93
3.	VITA-III	37-D-A Circular Lane	30 Apr 93	15 Sept 93
4.	VITA-IV	37-D Circular Lane	14 May 94	18 Oct 93
5.	TDY House	26-A Circular Road	29 Sept 94	20 Dec 93
6.	VITA-VI	46-E2 S. J. Afghani Road	19 Apr 94	27 Dec 93
7.	Bahrami	59-B S. J. Afghani Road	1 Jun 94	31 Aug 93
8.	MacMakin	47-D/A Old Jamrud Road	30 Sept 93	19 Sept 93
9.	Wallace	29-B Chinar Road	5 Jan 94	21 Nov 93
10.	M. Sediq	House 48, St. 73, Islamabad	April 94	31 Dec 93